

AMENDMENT TO CLUTHA DISTRICT COUNCIL'S LONG TERM COUNCIL COMMUNITY PLAN 2009/19

**This amendment was adopted by
Council on 24 June 2010,
to take effect from
1 July 2010.**

The amendment to the Long Term Council Community Plan 2009/19 relates to two changes to the Revenue and Financing Policy. The first is the revision of the funding method for the Clutha Recreation Centre to a ward-based targeted rate. The second is the addition of a targeted rate over the West Otago Health Service area relating to the proposed West Otago Health facility.

The revised Revenue and Financing Policy incorporating the above changes is attached.

Revenue and Financing Policy

Purpose

This policy sets out the Clutha District Council's policies in respect to funding operating and capital expenditure. The policy has been developed to comply with section 103 of the Local Government Act 2002.

Section 103(2) allows the following funding mechanisms to be used when funding operating and capital expenditure:

- Targeted Rates
- Fees and Charges
- Interest and Dividends from Investments
- Borrowing
- Proceeds from Asset Sales
- Development Contributions
- Financial Contributions under the Resource Management Act 1991
- Grants and Subsidies
- Any other source (including reserves).

The policy will discuss each of these funding mechanisms, and how Council intends to use them (Section 6).

This policy also identifies the most appropriate sources of funding for each of Council's activities. Each activity is reported on using the following headings:

- functions
- description
- Section 101 (3) considerations:
 - outcomes
 - who benefits
 - time frame of benefits
 - contributions to need for activity
 - costs and benefits of distinct funding
- recommended funding

The Council has used the considerations listed in section 101 (3) to identify appropriate sources of funding.

Section 101(3)(a) states that the following five factors need to be considered in relation to funding for each activity Council undertakes.

I. Community Outcomes

Which community outcome this activity contributes to.

II. Who Benefits

Whether this is the community as a whole, an identifiable part of the community, and/or individuals.

III. Time Frame over which People Benefit

Often benefits of an activity will be ongoing. In some cases there is an issue of "intergenerational equity" where benefits from a current activity will accrue to future generations.

IV. Contribution to Need for an Activity

Refers to the extent to which the action or inaction of particular individuals or a group contribute to the need to carry out an activity.

V. Costs and Benefits of Distinct Funding

This consideration addresses the costs and benefits, including consequences for transparency and accountability, of funding the activity distinctly from other activities.

VI. Recommended Funding

The method of funding recommended for that service/ activity.

VII. Rationale

Provides information or rationale for the recommended funding choice.

The revenue and financing policy is not just an aggregation of policies for the individual activities Council carries out, but section 101(3)(b) requires Council to consider also "the overall impact of any allocation of liability for revenue needs on the current and future social, economic, environmental and cultural well-being of the community".

Council's overall approach is that, where practicable, areas that directly benefit fund the service/activity, or bundle of services in that area. It implements this philosophy through the use of 11 distinct rating areas. There are 10 urban ratings areas: Balclutha, Clinton, Heriot, Kaitangata, Kaka Point, Lawrence, Milton, Tapanui, Waihola. The remainder of the district forms the rural rating area. At the moment this area also encompasses some small townships, such as Taieri Mouth, Pounawea and Papatowai.

Application of Clutha's rating policy recognises the reciprocal mutual benefits and interrelationship between town and country areas in our district. A key example of this is how community-related services are funded, where the majority of the costs of these services are paid by the local rating area (based on land value), and the remainder is funded across the district via the Uniform Annual General Charge.

Policy

Financial Management

Sections 101(1) and (2) of the Act place specific responsibility on Council to manage its revenue, expenses, assets, liabilities, investments and general financial dealings prudently and in a manner that promotes the current and future interests of the Clutha District community. In doing so, Council is required to make adequate and effective provision for the expenditure needs of the Council.

Funding of Operating Expenditure

Under Section 100 (1) of the Act, Council is required to have a balanced budget. It must set each year's projected operating revenues at a level sufficient to meet that year's projected operating expenses.

Council may only vary this when it is financially prudent to do so, having regard to the requirements in Section 100 (2).

Because of the size of the Council's depreciation expenses with a balanced budget, Council will generate cash resources from operating revenue that can be used for capital renewal expenditure or debt repayment.

Funding of Capital Expenditure

Council has two key categories of capital expenditure:

- Expenditure for the purchase of fixed assets;
- Expenditure on infrastructural and other assets assigned to rating areas.

Most capital expenditure (both renewals and new) are funded via depreciation reserves or special funds (see below); or a combination of depreciation reserves, special funds and internal loan funding (depending upon the scale of the project). In some instances, e.g. a new water or sewerage scheme, a capital contribution is made by the consumers receiving the new service.

Depreciation Reserves

Income from the depreciation of Council assets is placed in the depreciation reserves. This fund also earns interest income on the balance of the fund.

The purpose of the reserve is the funding of capital expenditure, as well as the cost of renewals on the infrastructural assets being depreciated.

Any depreciation that is rated for in a particular year and not used to finance capital expenditure remains

in the fund. This depreciation is carried forward and will be utilised in subsequent years to meet the cost of future capital expenditure as determined by Council's infrastructure activity management plans.

Special Funds

Special funds are also used for funding new capital or renewals. These funds are contributed to from a number of sources, for example, historical funds, proceeds from the sale of endowment land, sale of assets and power shares.

In adopting the Funding Policy for Capital Expenditure the Council has taken into account the requirements for adopting the funding policies for operating expenditure, the sources of funding listed in Section 103(2) and the overall impact of any allocation of liability for revenue needs on the current and future social, economic, environmental, and cultural well-being of the community.

In most cases the funding policy for capital expenditure will be the same as the funding policy for operating expenditure.

The extent to which the provision of a service by the Council is a public or private good will largely determine the extent to which rates or fees and charges fund capital expenditure.

Overview of Funding Mechanisms Used By Council

Uniform Annual General Charge

Council utilises a uniform annual general charge ('UAGC') for specific services that are best funded on a household basis, e.g. civil defence, library services. General rates apply to ratepayers across the district on the basis that all ratepayers benefit.

Targeted Rates

Targeted rates are used to fund activities, where the benefit is able to be linked to communities or groups of ratepayers. They are based on either capital value, land value or are a set charge. Services rated in part or fully this way include water, sewerage, stormwater, resource management, community boards, , building control, new footpaths, local roading and district roading. Parks, reserves, sportsgrounds, playgrounds, swimming pools, halls, community centres and rural

fire are also funded via targeted rates. This bundle of services varies depending upon community/rating area and are to as 'community services'.

Fees and Charges

Council receives fees and charges from a wide range of its activities. Examples of fees include landfill fees, property rentals, fees for regulatory services, swimming pool charges and dog registration fees. These are set out in the Clutha District Council Schedule of Fees and Charges.

There are a number of considerations taken into account when setting fees. These include:

- Cost of the service provided
- Level of private benefits provided
- Ability of users to pay
- Possible exclusionary effects of higher fee levels
- Risk of people ignoring regulatory rules due to high level of fees
- Comparative fees charged by other providers
- Legislative limitations (e.g. liquor licensing fees are set by statute)

Interest and Dividends from investments

Council receives interest on its special funds and depreciation reserves.

Revenue received from interest on Council's general fund is used to reduce the rates that would otherwise be levied to fund Council's activities.

Internal Borrowing/Use of Internal Debt

Council borrows from its available reserves to fund various infrastructural asset renewals and upgrades. Borrowing is also undertaken from time to time for other operational assets. The primary objective in borrowing internally is to use reserves effectively, by establishing a portfolio that provides funding to internal activity centres. This creates operational efficiencies as savings are created by eliminating the margin that Council would pay on external borrowings.

External Borrowing/Use of External Debt

External borrowing is a funding mechanism available to Council. There are no plans to use it in the foreseeable future. However, where it is to Council's advantage, i.e. where its investment in bonds is

receiving a higher rate of interest than the rate of external borrowing, it may be in Council's interest to borrow externally rather than break the bond to obtain required funds.

Proceeds from Asset Sales

Proceeds from asset sales are allocated to special funds, and are generally used for the acquisition of new assets, or repayment of debt.

Development Contributions

Under the Local Government Act 2002, Council is entitled to apply development contributions to new development. These contributions are for the provision and development of reserves and to fund infrastructure that the development requires.

Council has chosen not have a development contribution policy in favour of financial contributions mechanism under the Resource Management Act 1991.

Financial contributions under the Resource Management Act 1991

Under the Resource Management Act 1991, Council is entitled to various financial contributions. Contributions are for a capital contribution and connection cost for a new consumer, for example, in respect to urban water schemes.

Funding Assistance

The main source of government subsidy is for the maintenance of roads. This comes from the New Zealand Transport Agency. A baseline level of funding is received for the maintenance of the existing roading system, while funding for new projects may be received depending upon the costs and benefits of the proposal.

Funding from the Ministry of Health for fluoridation and water treatment upgrades (under the Capital Assistance Programme) will be important sources of funding that determine whether these projects proceed. The same applies for upgrades to Council's housing units and success in securing funding from the Housing Innovation Fund will be essential for some projects.

Some programmes and projects also rely heavily on contributions from external funders, e.g. Sport Clutha, youth development programmes and proposed swimming pool upgrades.

Council also receives funding assistance for other activities, such as Civil Defence and Rural Fire.

Reserve Funds (Special and Depreciation)

Council has a number of reserve funds. These were established either as a requirement of statute (i.e. depreciation funds) or as a consequence of prudent financial management (i.e. special funds). These funds generally assist future capital expenditure. Interest from these funds is sometimes used to offset operating costs, e.g. water charges.

Details of Funding

COMMUNITY LEADERSHIP

Table: Summary of Funding for Community Leadership

Community Leadership Activity	Fees & Charges	General (District-wide) Rate		Targeted Rate		
		UAGC	Capital Value	Capital Value	Land Value	Uniform Charge
Council		100%				
Lawrence-Tuapeka CB						100% ¹
West Otago CB						100% ¹
District Development		100%				
Community Support Grants		100% ²				
West Otago Health Clutha Recreation Centre - Council grant						100% ³

¹ A portion of each of the community board charge funds main street projects in Lawrence and Tapanui. For more information refer to the Roading section of this policy.

² Includes the compulsory levy for the Otago Museum

³ Targeted rate per assessment in the identified West Otago Health Service area.

Community Leadership: Governance

Functions

Elections, elected members expenses and community representation.

Description

This activity includes the elected governance of Council and the West Otago and Lawrence-Tuapeka Community Boards, including the operation of formal meeting processes, elections, newsletters and

community grants.

Outcomes

This activity contributes to all community outcomes.

Who Benefits

Effective democratic representation benefits the whole community.

Time Frame of Benefits

This is an ongoing activity, with the benefits apparent on the year of expenditure.

Contribution to Need for Activity

All stakeholders contribute to the need for this activity.

Costs and Benefits of Distinct Funding

Community board costs are levied on the applicable two wards. Other costs match the benefits and are spread over the entire community.

Recommended Funding

Refer to the table above.

Rationale

Representation is for the benefit of the community as a whole, therefore recovered through the uniform annual general charge.

Community Leadership: District Development

Functions

Activities orientated towards developing our district, particularly in terms of our economic and social well-being.

Description

Specific projects will be contracted to suitable contracted providers on a one-off basis.

Outcomes

The community outcomes this activity primarily contributes to:

- Ensuring our economy grows and diversifies (Outcome 2)
- Making sure there's plenty to see and do (Outcome 3)
- Developing and making the most of education, training and lifelong learning opportunities (Outcome 5)
- Encouraging strong, positive and enterprising communities (Outcome 6)

Who Benefits

The intention is that economic development will

benefit the entire community, by assisting to retain current businesses, as well as attracting new businesses, creating new employment and increasing the rating base. There is some private benefit to individual businesses but this is outweighed by the community benefit from new opportunities.

Time Frame of Benefits

This is an ongoing activity at present. Costs are recovered in the current year, however the benefits may be longer term.

Contribution to Need for Activity

All stakeholders contribute to the need for this activity.

Costs and Benefits of Distinct Funding

The activity is of community wide benefit but is not sufficiently large to justify distinct funding.

Recommended Funding

Uniform annual general charge across the district for 100% of the cost.

Rationale

This activity is rated via the uniform annual general charge on the basis that there are benefits for the entire Clutha District community. There are some specific benefits to those who receive information or advice. However charging for this is likely to have significant impacts on use and accessibility of the service, particularly considering it is often for businesses at the start up stage or for voluntary organisations, i.e. there is some private benefit to individuals and specific groups but this is outweighed by the community benefit and spin offs from new opportunities.

Community Leadership: Community Support Grants

Functions

Financial assistance.

Description

Financial assistance to community groups and organisations by way of a grant. This activity also includes the compulsory Otago Museum Levy.

Outcomes

This activity can support any of the outcomes, depending upon the purpose of the grant requested.

Who Benefits

Generally this involves a wider community benefit.

Time Frame of Benefits

Shorter term and ongoing in some instances.

Contribution to Need for Activity

All stakeholders contribute to the need for this activity.

Costs and Benefits of Distinct Funding

This activity is generally of community wide benefit.

Recommended Funding

Uniform annual general charge across the district, for 100% of the cost.

Rationale

Generally the grants provide benefits across the community, so are rated for accordingly.

The UAGC is deemed to be the fairest way of funding the Otago Museum Levy.

Community Leadership: West Otago Health

Functions

Provision of financial assistance to the construction of the proposed West Otago Health facility.

Description

Council has made provision to make a one off grant to West Otago Health Ltd, to help fund a proposed health facility based in Tapanui. The grant is subject to certain conditions and criteria being met. The amount granted will be funded by way of a loan, with loan interest and principal repaid over a 25 year period.

Outcomes

The community outcomes this activity primarily contributes to:

- Working towards a safer and healthier community (Outcome 1)
- Developing an integrated health care service that delivers the right treatment, by the right person at the right time (Outcome 1a)
- Adapting to our aging population (Outcome 3c)

Who Benefits

Everyone in the West Otago Health service area would benefit from the proposed facility. Health facility users would directly benefit.

Time Frame of Benefits

There are intergenerational benefits from the provision of the proposed facility.

Contribution to Need for Activity

Stakeholders in the West Otago Health service area contribute to the need for this activity.

Costs and Benefits of Distinct Funding

This is funded separately so that ratepayers can identify the cost of the facility on their rates invoice.

Recommended Funding

Loan principal and interest is to be repaid via a uniform targeted rate on all rating units which have a residential use in the identified West Otago Health Service area.

Rationale

The recommended funding from those in the West Otago Health services has been deemed to be the fairest way to fund the repayments.

Proposed Clutha Recreation Centre

Functions

Proposed multi-purposed covered sport and recreation facility in Balclutha.

Description

The Clutha Recreation Centre would be a multi-use sporting and recreation centre. Although it is still subject to final design, it is intended to incorporate 4-6 indoor netball courts that will also be able to be used for other activities such as indoor hockey, Futsal, soccer, tennis, basketball, volleyball and cricket. The location is currently planned for the existing Dreaver Courts netball and tennis area.

Outcomes

The community outcomes this activity primarily contributes to:

- Working towards a safer and healthier community (Outcome 1)
- Promoting and living healthier lifestyles (Outcome 1d)
- Making sure there's plenty to see and do (Outcome 3)
- Developing recreational opportunities for younger people (Outcome 3b)
- Adapting to our aging population (Outcome 3c)
- Encouraging communities, groups and organisations to collaborate and work together (Outcome 6f)
- Providing the infrastructure we need to move forward (Outcome 7)

Who Benefits

Everyone in the district would benefit from the proposed facility. Centre users would directly benefit. However, user charges are independent of the request made to Council and this aspect of funding the Centre

need to be evaluated and applied by the organisation that will run the facility.

Time Frame of Benefits

There is an element of intergenerational benefit from the provision of the proposed centre.

Contribution to Need for Activity

All stakeholders contribute to the need for this activity.

Costs and Benefits of Distinct Funding

This is funded separately so that ratepayers can identify the cost of the new facility on their rates invoice.

Recommended Funding

To be funded via a targeted uniform charge based on proximity of Electoral Ward to the Recreation Centre.

Rationale

Recognises the Balclutha and district-wide benefits of the proposed facility.

ROADING SERVICES

Table: Summary of Funding for Roading Services

Roading Services Activity	Fees & Charges	General (District-wide) Rate		Targeted Rate		
		UAGC	Capital Value	Capital Value	Land Value	Uniform Charge
District roading				37% ¹		
Local roading					63% ²	
New footpaths						100%
Main street improvements (Milton & Balclutha)		20%			80%	
Main street improvements (Lawrence & Tapanui)		20%				80% ³

¹ District roading component(see over page for explanation)

² Local roading component (see over page for explanation)

³Note: The Tapanui and Lawrence levy is collected via the community board rate for their ward.

Roading Services: Roading

Functions

The provision, operation and management of the roading network.

Description

There are 762km of sealed and 2,154km of unsealed roads throughout the district. Roothing tasks include road, bridge and culvert maintenance and replacement; reforming and rehabilitating sealed roads; grading and metalling of unsealed roads; footpath construction and maintenance; car parks, street lighting and road safety projects.

Roothing funding is split into four main activity areas:

District roading: Recognises that the roading network is used by everyone in the district to travel around and to move goods and services. Allocation is based on the hierarchy of roads in the district (arterial, collector and local).

Local roading: Refers to the roads and traffic services primarily used by residents and businesses within a locality/rating area. The costs in each area and the roading hierarchy is used to allocate local roading costs.

Main street & streetscape improvements: Refers to the aesthetic works and improvements to main streets/central business areas in our main towns.

New footpaths: This is a fixed charge per property in urban areas and is to fund Council's share of new/additional footpaths. This was based on detailed consultation with each community regarding the level of service and funding.

Outcomes

The community outcomes this activity primarily contributes to:

- Working towards a safer and healthier community (Outcome 1)
- Ensuring safer roads (Outcome 1b)
- Providing the infrastructure we need to move forward (Outcome 7)
- Maintaining and improving the roading network (Outcome 7a)

Who Benefits

Everyone benefits from having roads and footpaths, and no-one can be excluded from using them. The national benefits to roading are recognised through the assistance that Council receives from the New Zealand Transport Agency for funding of the national transport infrastructure.

Time Frame of Benefits

There are significant intergenerational benefits from the provision of the roading network.

Contribution to Need for Activity

All stakeholders contribute to the need for this activity.

Costs and Benefits of Distinct Funding

There is no particular benefit to using distinct funding.

Recommended Funding

A substantial amount of the cost of this activity is recovered from New Zealand Transport Agency funding assistance. 100% of the net roading costs are collected by way of rates.

Local Roothing: Rating allocation (i.e. rating areas) have been introduced to ensure rates are collected in accordance to where benefit is derived.

District Roothing: This rate is based on the following hierarchy of roads and in varying proportions depending on assessed public benefit:

Road Type:	District Benefit:
Arterial	90%
Collector	50%
Local	10%

Main street/streetscape improvements:

A majority of the funding comes from the community/rating area where the improvements are made. A portion is funded district-wide, recognising the overall benefits of improving the appearance of our towns and central business areas.

New footpaths:

A uniform charge to those in the community/rating area benefiting from the new footpath.

Rationale

The combination of rating methods used aims to recognise access, usage, and levels of service and targets rates accordingly.

WATER SERVICES

Table: Summary of Funding for Water Services

Water Services Activity	Fees & Charges	General (District-wide) Rate		Targeted Rate		
		UAGC	Capital Value	Capital Value	Land Value	Uniform Charge
Water						100%
Sewerage						100%
Community wastewater upgrade support				100%		
Stormwater						100%

Water Services: Water

Functions

Provision of reticulated potable water supplies to the urban areas, and stock water to many rural areas.

Description

Council provides a regular supply of public drinking water and stock drinking water across the district via 21 urban and rural water schemes. These schemes combined consist of over 1,800km of pipe, 15 treatment plants and 41 pump stations distributing an average of 16 million litres of water per day.

Outcomes

The community outcomes this activity primarily contributes to:

- Working towards a safer and healthier community (Outcome 1)
- Ensuring our economy grows and diversifies (Outcome 2)
- Providing the infrastructure we need to move forward (Outcome 7)

Who Benefits

The benefit is largely private to the people who obtain and use the water. There is generic public health benefit from the provision of potable water, to reduce water borne diseases in the community, and water for fire fighting purposes. Stock and farm water has significant importance to the district’s agricultural industry.

Time Frame of Benefits

There are significant intergenerational benefits from the provision of the water treatment and reticulation network.

Contribution to Need for Activity

No individuals or groups contribute to the need for this activity.

Costs and Benefits of Distinct Funding

Each of the 21 water supplies is funded as a stand alone entity. Distinct funding is important as there are different costs and quantities involved with providing water in the different areas.

Recommended Funding

This activity is 100% funded by the consumers on each scheme by way of targeted rates for which consumers are connected to (full rate) or for which a connection is available (half rate).

Rationale

Rating in this way is directly linked with user pays principles and recognises the sustainability of schemes and levels of service.

Water Services: Sewerage

Functions

Provide sewage reticulation and treatment facilities in locations throughout the district, and ongoing investigation of the need for sewerage systems in smaller unsewered communities.

Description

Council maintains and manages 11 public sewerage systems located in Balclutha, Clinton, Heriot, Kaitangata, Milton, Owaka, Stirling, Tapanui and Waiholo. These systems collect, transfer, treat and then discharge liquid wastes.

Outcomes

The community outcomes this activity primarily contributes to:

- Working towards a safer and healthier community (Outcome 1)
- Ensuring our economy grows and diversifies (Outcome 2)
- Creating a sustainable environment that’s living up to our clean, green image (Outcome 4)
- Providing the infrastructure we need to move forward (Outcome 7)

Who Benefits

The primary benefit of this activity is to the people whose waste is removed and treated. These are considered to be private benefits. However there is a public health benefit from the efficient disposal of sewage.



Time Frame of Benefits

There are significant intergenerational benefits from the provision of the sewerage reticulation network.

Contribution to Need for Activity

All stakeholders contribute to the need for this activity.

Costs and Benefits of Distinct Funding

As with water supply, each sewerage scheme is run as a stand alone entity and funded for accordingly.

Recommended Funding

Sewerage:

100% of operating costs and 90% of treatment upgrades are funded by the consumers on each scheme by way of targeted rates for which consumers are connected to (full rate) or for which a connection is available (half rate).

Rationale

Rating in this way is directly linked with user pays principles and recognises the sustainability of schemes and levels of service.

Community Wastewater Upgrade Support

Based on recommendations to Council by the Wastewater Working Party, this part of the policy proposes the wider community contribute 10% of the cost of improving sewerage effluent disposal systems for sewerage schemes within the district. This is based on the public health, environmental and cultural benefits the wider community will derive from the improved treatment and disposal of sewage effluent.

The support will extend to investigations into the need for new sewerage schemes in some of our smaller unsewered communities, where there is a concern for wellbeing. This will be funded 100% by a general rate over the whole district based on capital value.

Water Services: Stormwater

Functions

Stormwater reticulation.

Description

Council maintains and operates eight reticulated stormwater drainage networks. These are located in Balclutha, Clinton, Kaitangata, Kaka Point, Lawrence, Milton, Owaka and Tapanui. Other areas also have mostly natural systems with minor built infrastructure. These are classified as being in the rural rating area and include Pounaweia, Papatowai, Stirling, Taieri Mouth and Waihola.

Outcomes

The community outcomes this activity primarily

contributes to:

- Working towards a safer and healthier community (Outcome 1)
- Creating a sustainable environment that's living up to our clean, green image (Outcome 4)
- Providing the infrastructure we need to move forward (Outcome 7)

Who Benefits

People in the urban areas benefit from the disposal of stormwater. The aim is to provide flood protection, to minimise damage to property and avoid inconvenience to people.

Time Frame of Benefits

There are significant intergenerational benefits from the provision of the stormwater reticulation network.

Contribution to Need for Activity

No individuals or groups contribute directly to the need for this activity.

Costs and Benefits of Distinct Funding

As with water supply, each stormwater reticulation network is run as a stand alone entity and funded for accordingly.

Recommended Funding

Urban Schemes 100% funded by targeted rates according to dwellings within a rating area. Note that a number of schemes included half charges.

Rural Stormwater is funded through the community services rate with 80% allocated to the rural area and 10% each to Stirling & Waihola rating areas. The level of expenditure and variable usage does not warrant a targeted rate.

Rationale

Rating in this way is linked with user pays principles, recognises the sustainability of schemes and levels of service.

SANITARY SERVICES

Table: Summary of Funding for Sanitary Services

Sanitary Services Activity	Fees & Charges	General (District-wide) Rate		Targeted Rate		
		UAGC	Capital Value	Capital Value	Land Value	Uniform Charge
Solid waste management	30%					70%
Waste minimisation (district-wide charge)						100%
Waste minimisation (recycling and organic waste collection)						100%
Public Toilets		100%				
Cemeteries	65%	35%				

Sanitary Services: Solid Waste Management

Functions

Refuse collection, provision of landfill facilities

Description

Provide for the collection and disposal of household solid waste via weekly kerbside wheelie bin services throughout the district; monthly skip services in Clinton, Clydevale, Lawrence, Milton, Owaka, Papatowai, Tapanui and Taieri Mouth; and also operations at the Mt Cooee Landfill. Recycling (drop off, then kerbside) along with organic waste collection is programmed within the life of the 2009/19 Long Term Council Community Plan.

Outcomes

The community outcomes this activity primarily contributes to:

Working towards a safer and healthier community (Outcome 1)

Creating a sustainable environment that's living up to our clean, green image (Outcome 4)

Who Benefits

There are private benefits for the people whose refuse is disposed of. There are also public benefits for the community in ensuring rubbish is dealt with safely and without damaging the environment or public health.

Time Frame of Benefits

The activity is ongoing; however there are some intergenerational benefits from the provision of the landfill facility.

Contribution to Need for Activity

All stakeholders contribute to the need for this activity.

Costs and Benefits of Distinct Funding

Because of the private benefit of the wheelie bin service, this is rated for separately.

Recommended Funding

The landfill and skips have user charges (30%), and the wheelie bins are funded by uniform targeted rate (70%) on those receive this service. The remaining 15% of public costs are collected by way of the uniform annual general charge.

Rationale

Rating in this way is directly linked with user pays principles. The uniform charge portion also recognises the community benefits of having waste collection and minimisation services.

Sanitary Services: Waste Minimisation Functions

Two main aspects: The first being education and recycling drop-offs, and the second being proposed kerbside recycling and organic waste collection services.

Description

Recycling (drop off, then kerbside) along with organic waste collection is programmed within the life of the 2009/19 Long Term Council Community Plan.

Outcomes

The community outcomes this activity primarily contributes to:

Working towards a safer and healthier community (Outcome 1)

Creating a sustainable environment that's living up to our clean, green image (Outcome 4)

Who Benefits

There are public benefits from waste minimisation education and the reduction of waste to landfill. There are private benefits for the people who chose to recycle.

Time Frame of Benefits

The activity is ongoing with obvious intergenerational benefits.

Contribution to Need for Activity

All stakeholders contribute to the need for this activity.

Costs and Benefits of Distinct Funding

Because of the private benefit of the proposed recycling and organic waste collection service, this is rated for separately.

Recommended Funding

That the waste minimisation education aspect is recycling services that are available to everyone (drop-off recycling) funded district-wide by way of a uniform charge, and that recycling and organic waste collection is funded via user charges.

Rationale

Reflects the public benefits of waste minimisation education, and the private benefits from kerbside recycling/organic waste collection.

Sanitary Services: Public Toilets

Functions

Provision of public conveniences and some campervan dump stations throughout the district.

Description

There are public conveniences in Balclutha, Clinton, Kaitangata, Kaka Point, Lawrence, Milton, Owaka, Pounaweia, Tapanui, Taieri Mouth, Waiholo and some rural areas. Public dump stations are located in Clinton, Lawrence and Tapanui.

Outcomes

The community outcomes this activity primarily contributes to:

- Working towards a safer and healthier community (Outcome 1)
- Creating a sustainable environment that's living up to our clean, green image (Outcome 4)
- Providing the infrastructure we need to move forward (Outcome 7).

Who Benefits

There is a level of private benefit to having public conveniences, but the main benefit is district-wide from having a hygienic environment.

Time Frame of Benefits

This is an ongoing activity.

Contribution to Need for Activity

All stakeholders contribute to the need for this activity.

Costs and Benefits of Distinct Funding

There are no benefits from rating specifically for this activity.

Recommended Funding

100% from uniform annual general charges.

Rationale

Deemed to be the fairest method of rating, in lieu of direct user charges not being a realistic option.

Sanitary Services: Cemeteries

Functions

Cemetery maintenance and operation, and maintenance of the district's monuments.

Description

Council maintains and manages 13 cemeteries throughout the district. They are located in Balclutha (2), Kaitangata, Lawrence, Milton (Fairfax), Port Molyneux, Romahapa, Tapanui, Taieri Beach, Waiholo, Waipahi, Waipori and Waitahuna. An additional 4 cemeteries - Crookston, Clinton, Owaka and Tuapeka - are managed by trustees, and receive financial assistance from Council.

Currently the burial fees received cover the cost of the 50 to 60 burials each year, and the plot sales provide sufficient income to assist with annual maintenance.

Outcomes

The community outcomes this activity primarily contributes to:

- Working towards a safer and healthier community (Outcome 1).

Who Benefits

There is a significant private benefit from this service to the families of deceased people where burial services are provided. There is also ongoing community benefit in providing for the respectful treatment of deceased people who form part of the community's heritage. There are also public health benefits from properly managed and controlled burials and cemetery sites.

There is a community expectation that cemeteries will be mowed rather than grazed, and that they will be tidy and visually attractive. Cemeteries provide quiet open spaces for people to visit, and also are of value in preserving the local history of the district.

Time Frame of Benefits

Ongoing, in that there is a legal requirement to provide cemeteries.

Contribution to Need for Activity

All stakeholders contribute to the need for this

activity.

Costs and Benefits of Distinct Funding

It would be costly and there is no particular benefit in rating specifically for these services.

Recommended Funding

A combination of user charges (65%) and uniform annual general charge (35%).

Plot charges will be increased over a three year period, starting from 2009/10 to ensure reserve funds are available for future provision of cemeteries, e.g. for associated land, roading, water and beams.

Rationale

Funding method reflects the direct private benefits, along with overall public/community benefits.

COMMUNITY SERVICES

Table: Summary of Funding for Community Services

Community Services Activity	Fees & Charges	General (District-wide) Rate		Targeted Rate		
		UAGC	Capital Value	Capital Value	Land Value	Uniform Charge
Libraries	8%	92%				
Service & Information Centres	5%	95%				
Swimming Pools	20%	28%			52%	
Playground/ Parks/ Reserves		35%			65%	
Sportsgrounds	3%	34%			63%	
Halls & Community Centres	10%	32%			58%	
Community Housing Council rental property (including camping grounds)	100%					

Community Services: Libraries

Functions

Library management, branch libraries, community

libraries.

Description

This activity involves the provision of library services through the central Balclutha library, and branch libraries in Lawrence, Milton, Owaka and Tapanui. Some share facilities with service centres, which reduces the cost. The network also includes 5 voluntary community libraries in Clinton, Kaitangata, Taieri Mouth, Waiholo and Waitahuna. There are currently over 7,300 active members who are issued over 215,000 books on an annual basis.

Outcomes

The community outcomes this activity primarily contributes to:

- Making sure there's plenty to see and do (Outcome 3)
- Developing recreational opportunities for younger people (Outcome 3b)
- Adapting to the needs of our aging population (Outcome 3c)
- Promoting and supporting local arts, cultural and heritage activities and events (Outcome 3e)
- Protecting and promoting heritage throughout the district (Outcome 4g).
- Developing and making the most of education, training and lifelong learning opportunities (Outcome 5).

Who Benefits

All members of the community have access to and can benefit from the provision of this service. The costs of the service do not change markedly as use increases or decreases, but increasing fees can reduce access for community members. To allow full accessibility, there are no fees for core services, and charges are only made for overdue returns, photocopying, internet use, rental of videos and talking books and to cover interloan costs.

Time Frame of Benefits

This is an ongoing activity.

Contribution to Need for Activity

All stakeholders contribute to the need for this activity.

Costs and Benefits of Distinct Funding

It would be costly and there is no particular benefit in rating specifically for these community services.

Recommended Funding

A combination of user charges (8%) and uniform annual general charge (92%).

Rationale

Generally a public benefit exists here, with some cost recovery from users through fines, photocopying and internet charges.

Community Services: Information & Service Centres

Functions

Visitor information and service centres for ratepayers.

Description

Council provides service centres in Balclutha, Kaitangata, Milton, Owaka and Tapanui. Most are combined with libraries or information centres.

Outcomes

The community outcome this activity primarily contributes to:

- Maintaining and improving community facilities (Outcome 3a)

Who Benefits

There is private benefit to users of the information centre, however internationally such services are not charged for. The community in general benefits from service centres, although the benefit to individual users is not sufficient that they could be charged.

Time Frame of Benefits

This is an ongoing activity.

Contribution to Need for Activity

All stakeholders contribute to the need for this activity.

Costs and Benefits of Distinct Funding

It would be costly and there is no particular benefit in rating specifically for these community services.

Recommended Funding

A combination of user charges (5%) and uniform annual general charge (95%).

Rationale

Generally a public benefit exists here.

Community Services: Swimming Pools

Functions

Provision of swimming pools, and a small gymnasium at the Balclutha Pool.

Description

Swimming pools are located at Balclutha, Kaitangata, Lawrence and Milton. A financial contribution is made available to 15 community pools throughout the district, which is funded from the community support

budget.

Outcomes

The community outcomes this activity primarily contributes to:

- Working towards a safer and healthier community (Outcome 1)
- Promoting and living healthier lifestyles (Outcome 1d)
- Making sure there's plenty to see and do (Outcome 3)
- Developing recreational opportunities for younger people (Outcome 3b)
- Adapting to our aging population (Outcome 3c)

Who Benefits

There is a significant amount of private benefit to the users of the pools. There is also community benefit from teaching water safety and promoting healthier lifestyles and fitness.

Time Frame of Benefits

This is an ongoing activity.

Contribution to Need for Activity

All stakeholders contribute to the need for this activity.

Costs and Benefits of Distinct Funding

There are no unusual patterns of benefit that require separate funding of this activity.

Recommended Funding

User fees and charges target 20% of the costs, with the remaining to be funded by means of a targeted land value rate (65%) and the via the UAGC (35%).

Rationale

A combination of private and public benefits exist for pools. However, if fees and charges are set too high it may be unaffordable for some groups within our community.

Community Services: Playgrounds, Parks, Reserves & Sportsgrounds

Functions

Open spaces, play areas and sportsgrounds.

Description

Council has parks and reserves in Balclutha, Clinton, Kaitangata, Kaka Point, Lawrence, Milton, Owaka, Stirling, Tapanui, Waiholo and in some rural areas. Sportsgrounds are located in Balclutha, Kaitangata, Milton, and some smaller areas.

Outcomes

The community outcomes this activity primarily contributes to:

- Working towards a safer and healthier community (Outcome 1)
- Promoting and living healthier lifestyles (Outcome 1d)
- Making sure there's plenty to see and do (Outcome 3)
- Developing recreational opportunities for younger people (Outcome 3b)
- Adapting to our aging population (Outcome 3c)
- Making the most of and developing 'great outdoors' opportunities in the district
- Ensuring attractive, well-presented communities and landscapes (Outcome 4d)
- Encouraging communities, groups and organisations to collaborate and work together (Outcome 6f)

Who Benefits

Everyone in the district benefits from the provision of playgrounds, parks and reserves. Sportsgrounds are of direct benefit to the sports clubs who use them, but they are also available to everyone when organised sport is not being played.

Time Frame of Benefits

There is an element of intergenerational benefit from the provision of recreation areas.

Contribution to Need for Activity

All stakeholders contribute to the need for this activity.

Costs and Benefits of Distinct Funding

There are no unusual patterns of benefit that require separate funding of this activity.

Recommended Funding

Playgrounds, parks and reserves should be paid 100% from a targeted rate, as although there is some private benefit, there is no practical mechanism to collect income.

Sportsgrounds have an element of user pays, in that sports club pay small charges for exclusive use. It is appropriate that 3% of the costs of each sports ground should be covered by the clubs, with the remaining 97% funded by a targeted land rate (65%) and via the UAGC (35%).

Rationale

Predominantly a public good, with limited ability for higher user pays recovery.

Community Services: Halls & Community Centres

Functions

Halls and community centres are provided in the various communities.

Description

There are town halls in Balclutha and Kaitangata and community centres or reserves in Clutha Valley, Hillend, Kaka Point, Lawrence/Tuapeka, Lovells Flat, Moneymore, Owaka, Paretai, Waihola, Waipahi, Waiwera, Waitahuna.

Council has divested halls and community centres in Milton, West Otago and Clinton and has contracted the provision of hall services from the new owners.

Outcomes

The community outcomes this activity primarily contributes to:

- Making sure there's plenty to see and do (Outcome 3)
- Maintaining and improving community facilities, such as halls and community centres (Outcome 3a)
- Promoting and supporting local sports, arts, cultural and heritage opportunities in the district (Outcome 3e)
- Encouraging communities, groups and organisations to collaborate and work together (Outcome 6f).

Who Benefits

Members of each of the local communities have access to a Council owned or funded hall facility. These provide accessible and affordable venues for a wide variety of community activities. Provision of local halls allows communities to meet locally, and contributes to social cohesion in these communities. Any substantial increase in the level of user charges will limit accessibility for all members of the community.

Time Frame of Benefits

There is an element of intergenerational benefit from the provision of the halls and community centres.

Contribution to Need for Activity

All stakeholders contribute to the need for this activity.

Costs and Benefits of Distinct Funding

Halls and community centres are largely funded by rates from their local community, with rural ratepayers contributing to halls in their area.

Recommended Funding

A combination of user charges (10%) and the remaining 90% split between a land value targeted rate (65%) and the UAGC (35%).

Rationale

Current funding source reflects a combination of direct user benefits and community benefits from having this service/facility in their area.

Community Services: Council Community Housing & Other Property

Functions

The provision of community properties.

Description

Council has a responsibility to provide community housing units, and owns them in Balclutha, Milton, Kaitangata, Lawrence, Clinton, Owaka, Tapanui and Waihola. They are approximately 95% occupied at any given time and are self-funding.

Council also owns a number of other properties, including camping grounds, endowment land and depots, some of which cannot be sold. These properties are leased out and are therefore self-funding.

Outcomes

The community outcomes this activity primarily contributes to:

- Working towards a safer and healthier community (Outcome 1)
- Improving the availability of quality, affordable housing (Outcome 2e)
- Adapting to the needs of our aging population (Outcome 3c)

Who Benefits

As this is mostly a private benefit, all costs are paid by the tenants. There is an element of public benefit in that low cost housing will be available for elderly people in their local community when it is required, but no public funding is needed.

Time Frame of Benefits

This is an ongoing activity. There is a level of inter-generational benefit, in that the properties were provided by a previous generation, and today's users maintain them so that they will remain available in the future.

Contribution to Need for Activity

All stakeholders contribute to the need for this activity.

Costs and Benefits of Distinct Funding

Since this activity provides an overall surplus, district funding is not an issue for this activity.

Recommended Funding

This activity is fully funded by the rentals charged.

Rationale

Direct user charges (rental) applied as there is a direct private benefit to tenants. External funding will be sought for any modernisation work.

REGULATORY SERVICES

Table: Summary of Funding for Regulatory Services

Community Services Activity	Fees & Charges	General (District-wide) Rate		Targeted Rate		
		UAGC	Capital Value	Capital Value	Land Value	Uniform Charge
Resource Management	20-25%			75-80%		
Animal Control	90-95%	5-10%				
Environmental Health	10-15%	85-90%				
Building Control	80%			20%		
Liquor Licensing	100%					

Regulatory Services: Resource Management

Functions

Resource consent processing and resource consent monitoring.

Description

This activity involves the administration and monitoring of the Council's District Plan. The District Plan is a statutory requirement under the Resource Management Act 1991, and ensures that developments maintain environmental and community standards.

Outcomes

The community outcomes this activity primarily contributes to:

- Working towards a safer and healthier community (Outcome 1)
- Creating a sustainable environment that's

living up to our clean, green image (Outcome 4)

Who Benefits

There is some private benefit from this activity for people and businesses applying for resource consents from Council. There is also a community benefit from the sustainable management of the district's natural and physical environment.

Time Frame of Benefits

This is an ongoing activity.

Contribution to Need for Activity

Individuals or organisations who breach the District Plan or whose resource consent may contribute to the Council needing to act.

Costs and Benefits of Distinct Funding

The activity is of community wide benefit.

Recommended Funding

Private benefits are funded by way of user charges (20-25%). The remainder (75-80%) is recovered across the district via a general rate based on capital value.

Rationale

Fees for resource consents are set at a level to recover the actual costs involved. The remainder of this activity is treated as public good.

Regulatory Services: Animal Control

Functions

Dog and stock control.

Description

This activity involves the registration of dogs; and responding to complaints of wandering dogs, barking and nuisances. It also involves responding to other nuisances, such as wandering stock and wasp control.

Outcomes

The community outcome this activity primarily contributes to:

- Working towards a safer and healthier community (Outcome 1)

Who Benefits

Much of the benefit from this activity is private, but there is also a wider community safety benefit through the capture of wandering dogs or roaming stock, and from having Council oversee animal welfare. There is also community benefit from having cleaner footpaths and reserves. Stock owners benefit from the return of their stock.

Time Frame of Benefits

There is a small element of intergenerational benefit from the provision of the district pound. Other than this, the activity is ongoing.

Contribution to Need for Activity

Dog owners who do not control their animals contribute to the need for this activity, however owners of unregistered dogs do not meet their share of costs. Property owners with inadequate stock fences also contribute to the need for this activity.

Costs and Benefits of Distinct Funding

There is no particular benefit to using distinct funding. Dog registration fees can only be used for dog costs, so other costs must be covered by the wider community.

Recommended Funding

The majority of this activity (90-95%) is funded by way of user charges for registration and pound use. The remainder is funded from the uniform annual general charge (5-10%).

Rationale

The split between fees and charges and the uniform charge is because primary benefit is to dog owners, with some public health benefits.

Regulatory Services: Building Control

Functions

Building control.

Description

This activity involves the application of the Building Act 2004 and related legislation in the district.

Outcomes

The community outcome this activity primarily contributes to:

- Working towards a safer and healthier community (Outcome 1)

Who Benefits

Much of the benefit from this activity is the private benefit to the owners of the buildings concerned, who receive independent confirmation that their buildings are structurally sound and comply with safe building practices. This makes their properties easier to sell. They also benefit from advice and information on building matters. There is also a community benefit in terms of safety for people at large, for the maintenance of thorough and accurate property records, and for the ability to source building information.

Time Frame of Benefits

This is an ongoing activity.

Contribution to Need for Activity

People who build new buildings or alter existing buildings with building consents, and people who do so without building consents, contribute to the need for this activity.

Costs and Benefits of Distinct Funding

It would be costly and there is no particular benefit in rating specifically for these services.

Recommended Funding

The majority of funding (80%) comes from user pays charges and the remainder (20%) is collected via a targeted rate over the district based on capital value.

Rationale

Fees for consents are set at a level to recover the actual costs involved. The remainder of this activity is treated as public good.

Regulatory Services: Environmental Health

Functions

Public health, food hygiene and bylaw enforcement.

Description

Council has an obligation under legislation to provide these services, which are intended to protect public health and safety.

Outcomes

The community outcomes this activity primarily contributes to:

- Working towards a safer and healthier community (Outcome 1)
- Creating a sustainable environment that's living up to our clean, green image (Outcome 4)

Who Benefits

The community benefits from the assurance that food and hairdressing premises are safe for them to use, and that public health and bylaw issues are covered. There is some private benefit to individual businesses involved in these activities.

Time Frame of Benefits

This is an ongoing activity.

Contribution to Need for Activity

Businesses which operate in this area contribute to the need for this activity, but the whole community benefits.

Costs and Benefits of Distinct Funding

It would be costly and there is no particular benefit in rating specifically for these services.

Recommended Funding

After payment of user charges (10-15%), the majority (85-90%), which is a public good is funded by the uniform annual general charge.

Rationale

The current funding source reflects the combination of individual and wider community benefits.

Regulatory Services: Liquor Licensing Functions

Licensing and monitoring premises from which alcohol is sold.

Description

Council has a legal obligation to provide liquor licensing services. The level of fees is set by legislation.

Outcomes

The community outcome this activity primarily contributes to:

- Working towards a safer and healthier community (Outcome 1)

Who Benefits

There is a private benefit to the businesses, in that the licenses allow them to trade. The community benefits from liquor being available in licensed premises which have to meet licensing standards.

Time Frame of Benefits

This is an ongoing activity.

Contribution to Need for Activity

Sellers of liquor contribute to the need for this activity.

Costs and Benefits of Distinct Funding

It would be costly and there is no particular benefit in rating specifically for these services.

Recommended Funding

The aim is to recover 100% of the costs of liquor licensing through licensing fees and charges. Should any shortfall occur, is to be recovered via the Uniform Annual General Charge.

Rationale

Fees are set by statute. Any shortfall is to be recovered from the uniform annual general charge on the basis that this activity also has an element of public good.

EMERGENCY SERVICES

Table: Summary of Funding for Emergency Services

Community Services Activity	Fees & Charges	General (District-wide) Rate		Targeted Rate		
		UAGC	Capital Value	Capital Value	Land Value	Uniform Charge
Civil Defence		100%				
Rural Fire		35%			65% (Rural)	

Emergency Services: Civil Defence

Functions

Emergency management.

Description

Council has the responsibility to provide emergency management (civil defence) services for natural disasters where a coordinated community response is needed, such as for major floods, earthquakes or tsunami.

Outcomes

The community outcomes this activity primarily contributes to:

- Working towards a safer and healthier community (Outcome 1)
- Valuing and supporting the work of volunteers in our community (6a)
- Encouraging communities, groups and organisations to collaborate and work together (6f)

Who Benefits

The whole community benefits from this public service activity.

Time Frame of Benefits

This is an ongoing activity.

Contribution to Need for Activity

No individuals or groups contribute directly to the need for this activity.

Costs and Benefits of Distinct Funding

It would be costly and there is no particular benefit in rating specifically for these community services.

Recommended Funding

This service benefits the whole of the district and is collected 100% by way of uniform annual general charge, after a small contribution from government subsidy. In the event that a natural disaster occurs

there may be assistance from outside agencies related to central government to assist in the cost of managing and recovering from the disaster.

Rationale

This activity has equal benefits for the whole community and is rated for via the uniform charge accordingly.

Emergency Services: Rural Fire

Functions

Fire suppression and education.

Description

Council is responsible under the Forest and Rural Fires Act 1977 to provide fire control in rural areas.

Outcomes

The community outcomes this activity primarily contributes to:

- Working towards a safer and healthier community (Outcome 1)

Who Benefits

Landowners and residents in rural areas along with those in urban areas.

Time Frame of Benefits

This is an ongoing activity.

Contribution to Need for Activity

All landowners contribute to the need for this activity.

Costs and Benefits of Distinct Funding

The activity is of benefit to the rural community only.

Recommended Funding

The majority is to be funded as part of the community services targeted rate on the rural rating area (65%). The remaining 35% is to be funded district-wide as part of the Uniform Annual General Charge.

Rationale

The rural fire function primarily services the rural rating area, so this is where the majority of the rates lie. However a portion (35%) is allocated district-wide, acknowledging the benefits to the entire district from Rural Fire. The rationale behind this rate being based on land value is due to the link between land value and the amount of land/land area to be protected from fire.

FORESTRY

Functions

Forestry

Description

Council has forests planted on endowment and reserve lands. These are located near Balclutha, Finegand, Heriot landfill site, Hillend, Kaitangata, Lawrence, Milton, Port Molyneux, Slopedown and Tapanui. The forests are of various ages, and cover 413 hectares.

Outcomes

Not applicable.

Who Benefits

The community benefits from weed control on vacant land that could not be sold, and will benefit from the anticipated proceeds due at harvest.

Time Frame of Benefits

There are significant intergenerational benefits from development of forestry holdings. Ratepayers of the past contributed a small amount each year, and future ratepayers will benefit once the forests mature.

Contribution to Need for Activity

Not applicable.

Costs and Benefits of Distinct Funding

Not Applicable.

Recommended Funding

Forestry is internally loan funded. The loan will be repaid when harvesting results in a return/profit. Although a 100% public good, the intent for this activity is to make a profit for Council to fund other activities.

Rationale

As above.

Summary: How Council Services are Funded

Activity	Fees & Charges	General (District-wide) Rate		Targeted Rate		
		UAGC	Capital Value	Capital Value	Land Value	Uniform Charge
Council		100%				
Lawrence-Tuapeka Community Board						100%
West Otago Community Board						100%
District Development		100%				
West Otago Health						100%
Clutha Recreation Centre						100%
Community Support Grants		100%				
Local Rooding					63%	
District Rooding				37%		
Water						100%
Sewerage						100%
Community wastewater upgrade support				100%		
Stormwater						100%
Solid Waste	30%					70%
Waste minimisation						100%
Public Toilets		100%				
Cemeteries	65%	35%				
Libraries	8%	92%				
Service & Information Centres	5%	95%				
Swimming Pools	20%	28%			52%	
Playground/Parks/Reserves		35%			65%	
Sportsgrounds	3%	34%			63%	
Council rental property, including camping grounds	100%					
Halls & Community Centres	10%	32%			58%	
Community Housing	100%					
Resource Management	20-25%			75-80%		
Animal Control	90-95%	5-10%				
Environmental Health	10-15%	85-90%				
Building Control	80%			20%		
Liquor Licensing	100%					
Civil Defence		100%				
Rural Fire		35%			65% (Rural)	
Forestry	100%					